

Leadership for Transformation Times

Digital Government and the Challenge of Change

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**“Perspective
is worth fifty
points of
I.Q.”**

- Alan Kay

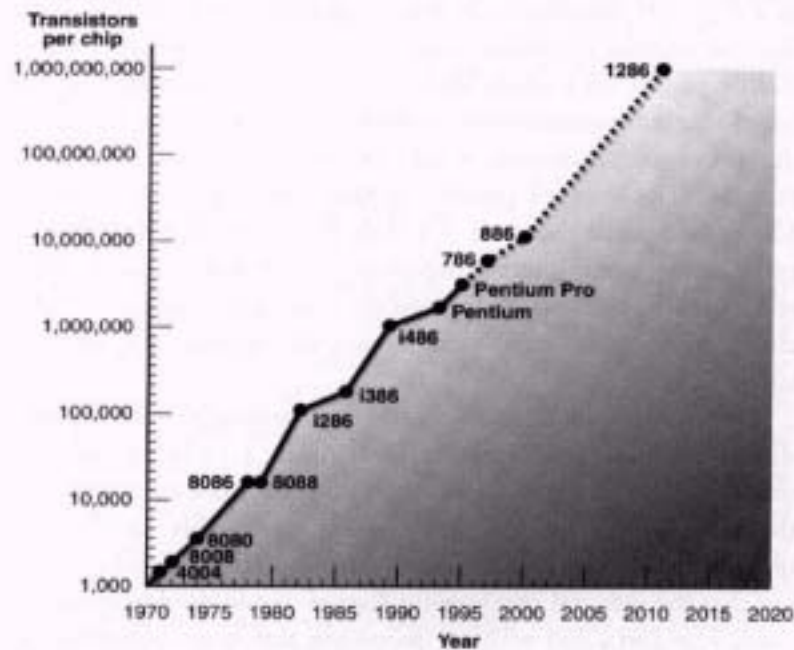


Four Laws Not to Forget

- **M**oore's Law – *Price/Performance*
- **M**etcalf's Law – *Utility = $f(\text{users}^2)$*
- **M**ario's Law
- **M**oron's Law

Price/Performance

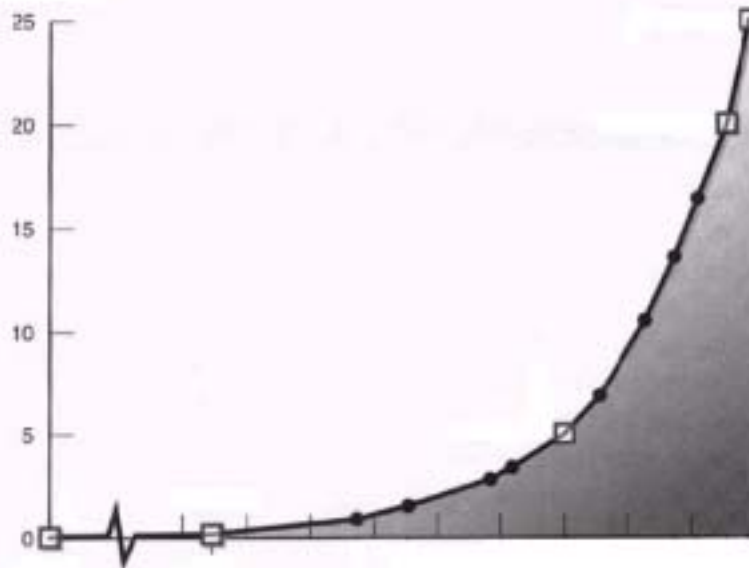
Moore's Law



Source: Adapted from Otis Port, Andy Reinhardt, Gary McWilliams, and Steven V. Brull, "The Silicon Age? It's Just Dawning," *Business Week*, 9 December 1996.

Source: *Unleashing the Killer App*
By: Larry Downes, Chunka Mui

Metcalf's Law



$$\text{Utility} = f(\text{users}^2)$$

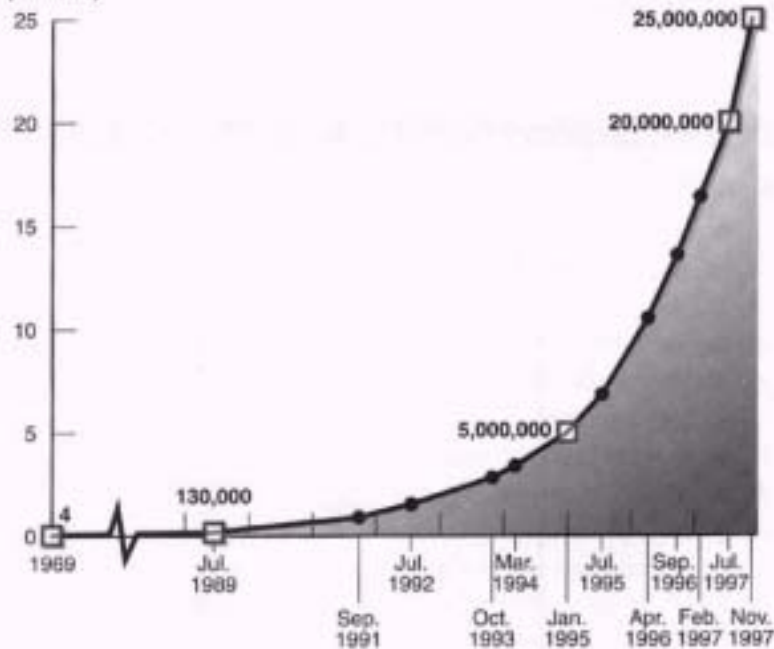
Utility

Source: *Unleashing the Killer App*
By: Larry Downes, Chunka Mui

Utility

Birth of a Network

Internet Host
Computers
(millions)



World Wide Web Sites

| Date | Number |
|-----------|-----------|
| June 1993 | 0 |
| June 1996 | 200,000 |
| Sept 1997 | 1,400,000 |

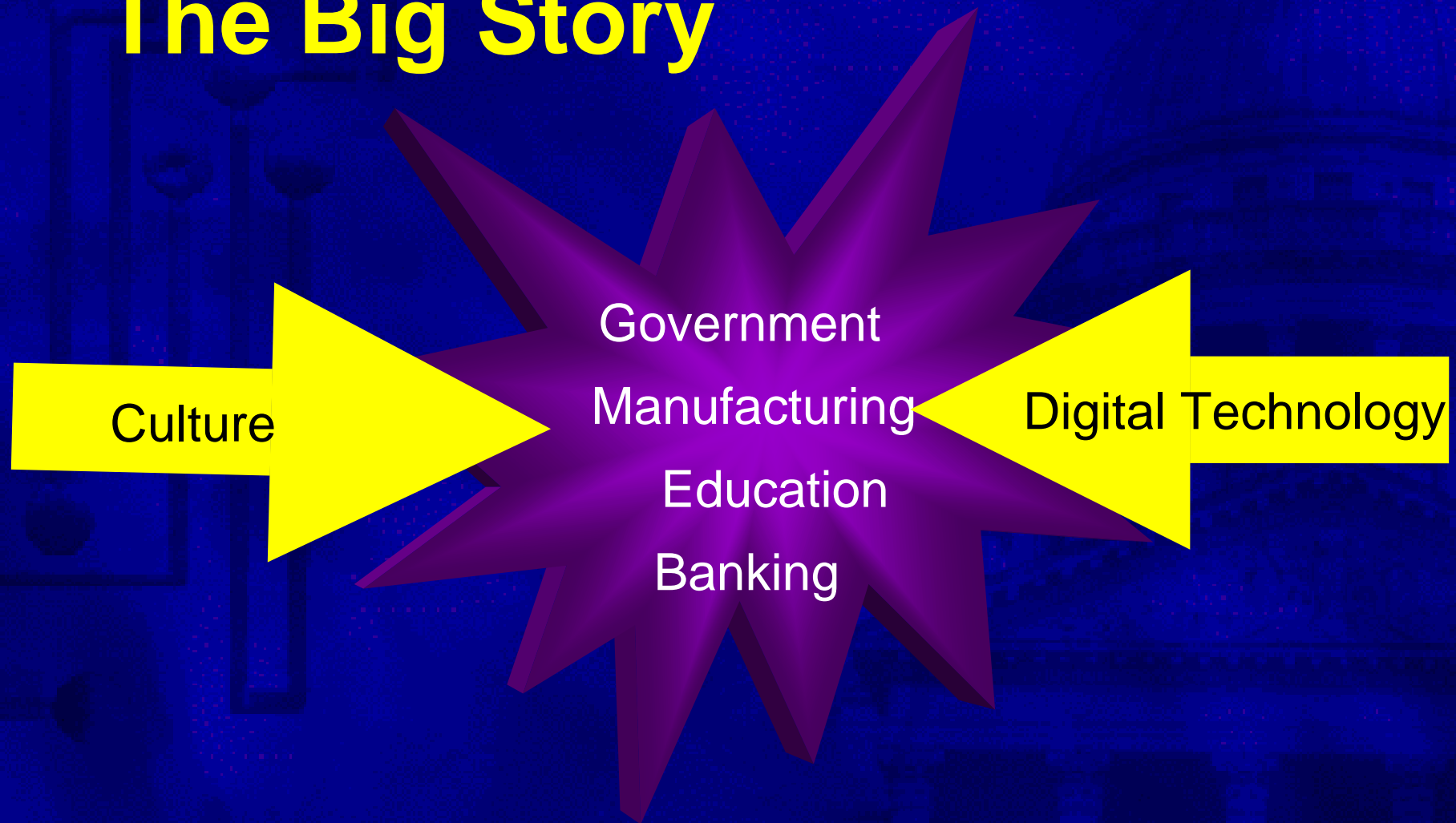
Source: The Internet Society, <http://www.isoc.org/>.

Source: *Unleashing the Killer App*
By: Larry Downes, Chunka Mui

**“History
punishes those
who come late.”**

- M. Gorbachev

The Big Story



“Every few hundred years throughout Western history a sharp transformation has occurred. In a matter of decades, society altogether rearranges itself - its world view, its basic values, its social and political structures, its arts, its key institutions.

Fifty years later a new world exists...

Our age is such a period of transformation.”

- Peter F. Drucker
HBR, October 1992

**A change so powerful
that it fundamentally alters
the way business gets done.**

**Strategic
Inflection
Point**



Andy Grove, Chairman, Intel

A
Change
in the
Order
of Things

Or, Beyond the
Point of No
Return ...



Managing through an Inflection Point

**Or, Being on
the Right Side
of History ...**



Magna Carta of the Digital Age

Industrial

Limited Matter

Centralized

Moving on a grid

Government ownership

Bureaucracy

Efficient but not hospitable

Withstand the elements

Unions and contractors

Digital

Unlimited Knowledge

Decentralized

Moving in space

A vast array of ownerships

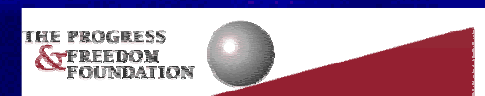
Empowerment

Hospitable if you customize it

Flow, float and fine-tune

Associations and volunteers

Source: Esther Dyson, George Gilder, George Keyworth, and Alvin Toffler, "Cyberspace and the American Dream: A Magna Carta for the Knowledge Age," Release 1.2, August 22, 1994



Doerr's Inflection Point

Old Economy

A Skill
Labor vs. Management
Business vs. Environment
Safety
Monopolies
Plants
Standardization
Sues

Status Quo
Standing Still

Top-Down
Wages

New Economy

Lifelong Learning
Teams
Growth
Risk Taking
Competition
Intelligence
Customized Choice
Invests

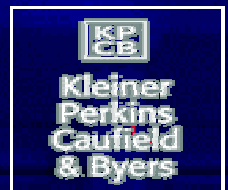
Speed, Change
Moving Ahead

Distributed
Ownership/ Options



Strategic
Inflection
Point

Source: John Doerr, "Largest creation of wealth in history of the planet," Kleiner Perkins Caufield & Byers



“The GDP of this country increased by 50 percent at the same time that the net tonnage of the economy decreased by 50 percent. In other words, we are increasingly making intellectual property, not goods.

And so we are embarking upon new forms of value formation and wealth creation that were heretofore inaccessible and unavailable.”

- Watts Wacker, Best Selling Author and Futurist

Changing of the Guard

IT Manager

Reports to the CFO
Makes Technology Decisions
Sees IT as a Cost Center
Focuses on the Back Office

Looks inward at the
Organization

CIO

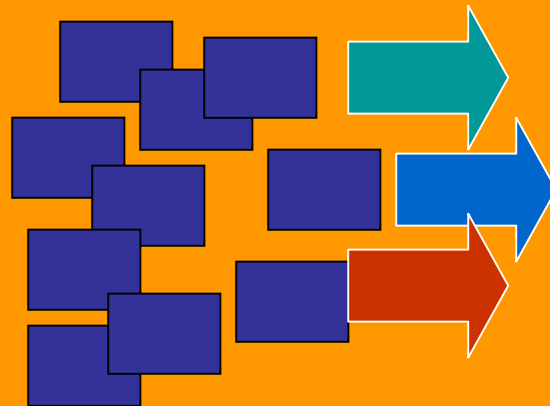
Reports to the CEO
Makes business & technology
Decisions
Sees IT as Value Center
Brings Technology to the Front Office
Looks outward to identify new market
opportunities and inward to transform
internal IT capabilities

Source: Nikki Goth Itoi, "The New CIO," Red Herring Magazine, February 1999.



Multiple Contacts

Multiple Agencies



Confused Customer

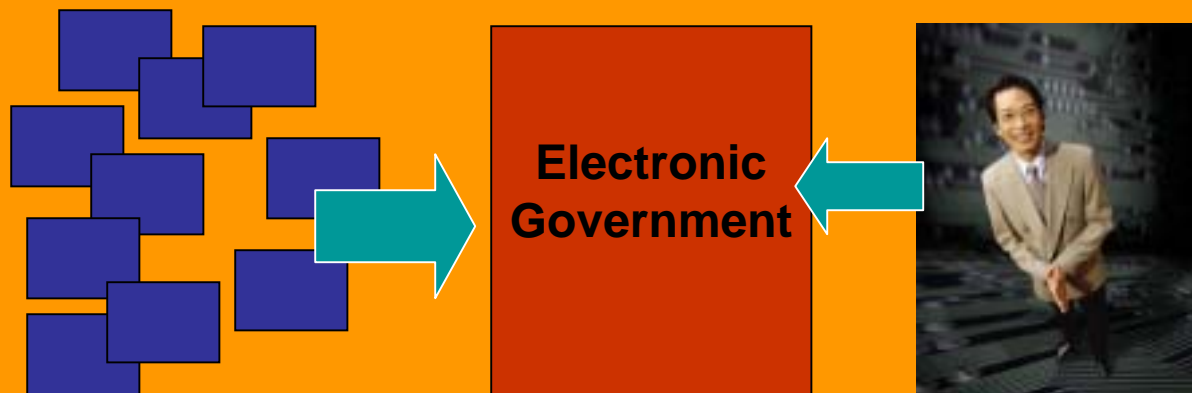


One Access Point

Multiple Contacts

Single Source

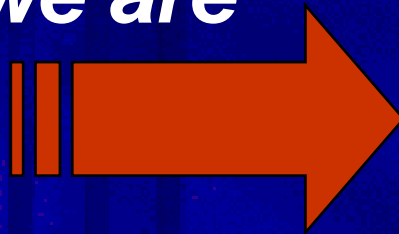
Satisfied Customer



Putting the customer in control

Service Delivery Patterns

*Where
we are*



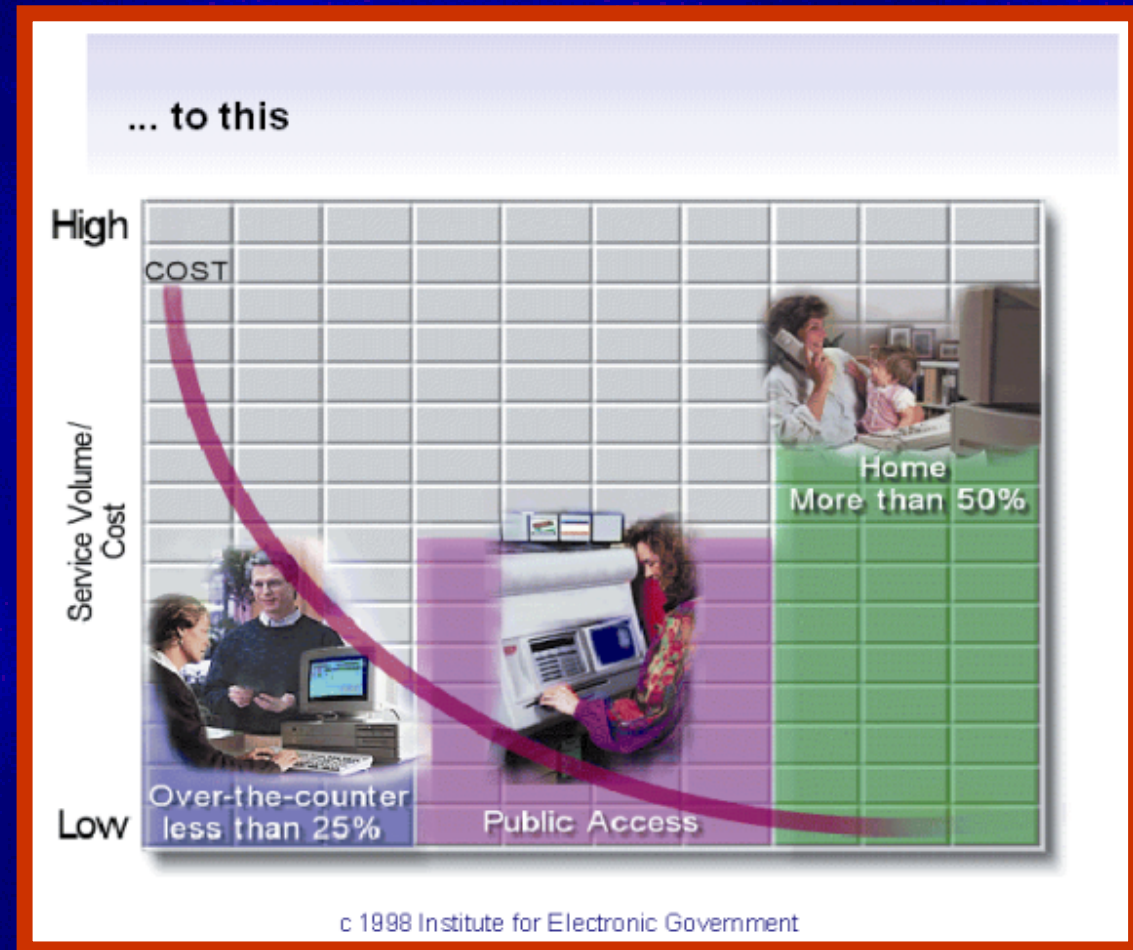
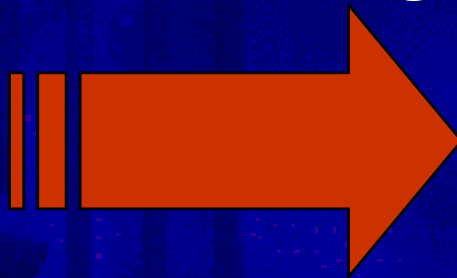
Leading edge governments are shifting from service delivery patterns like this ...



c 1998 Institute for Electronic Government

Service Delivery Patterns

*Where
we're Going*



Citizen Centricity

Citizens will have access to on-line government services that are citizen centric, including a complete selection of easy to use integrated services that are built around the citizens' intentions with universal interface design.

Source: NASCIO's "Creating Citizen-Centric Digital Government, A Guide for the States", v. 2001, December 2000

Digital government will be easy to use, consistent in its appearance and functionality, offer a complete selection of services that are unified across agencies, and available around the clock.

Citizens will be aware of their rights to privacy and able to control governmental use of their personal information.

Source: NASCIO's "Creating Citizen-Centric Digital Government, A Guide for the States", v. 2001, December 2000

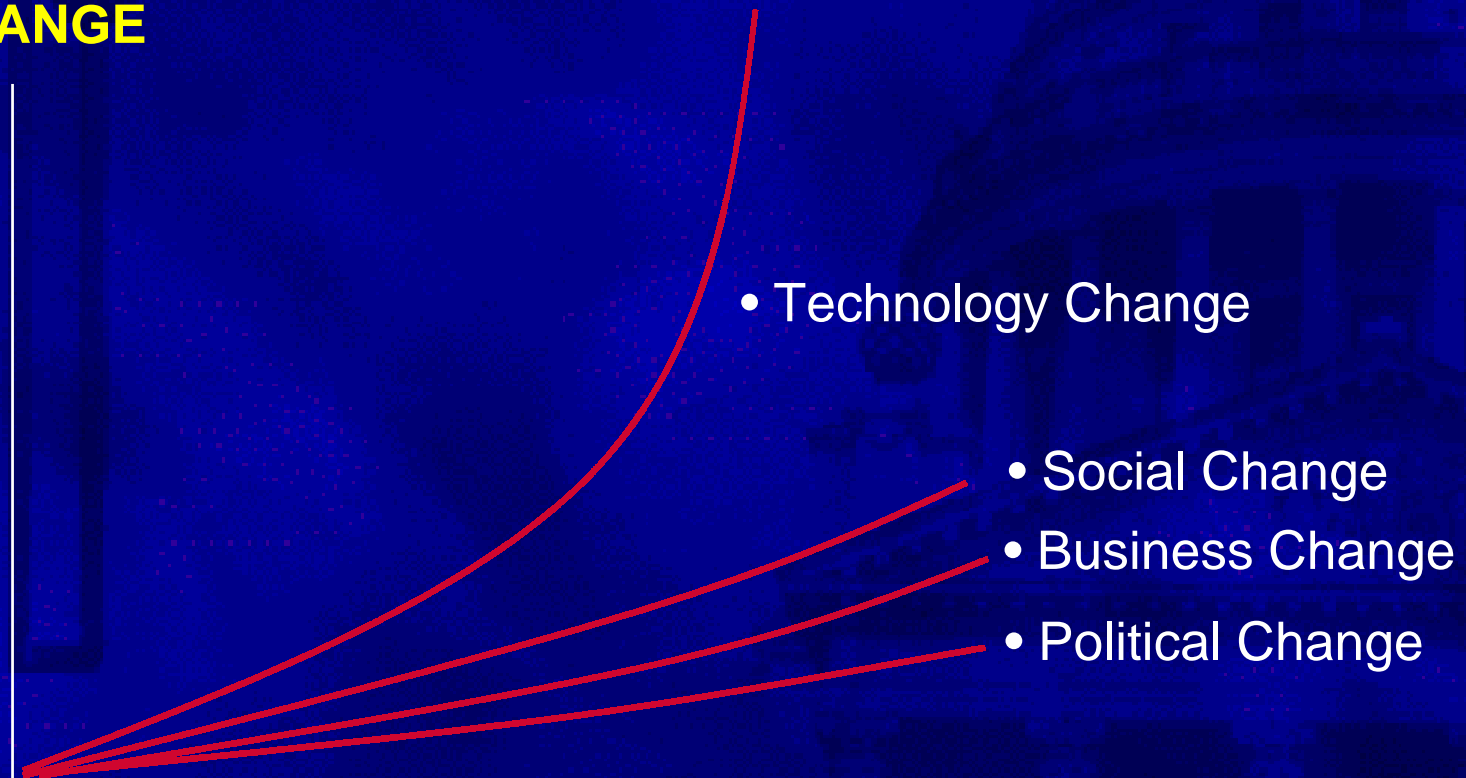
**Breaking down the silos of
information can only be done
through enterprise-wide
standards.**

*Source: NASCIO's "Creating Citizen-Centric Digital Government,
A Guide for the States", v. 2001, December 2000²³*

The Law of Disruption

Social, political, and economic systems change incrementally, but technology changes exponentially.

CHANGE



TIME

Source: *Unleashing the Killer App*
By: Larry Downes, Chunka Mui

“There is nothing more difficult to take in hand, more perilous to conduct than to take a lead in the introduction of a new order of things because the innovation has for enemies all those who have done well under the old conditions and lukewarm defenders in those who may do well under the new.”

- Machiavelli (1469 - 1527)

From: *The Prince*

Paradigms

“...a simple way to understand paradigms is to see them as maps.

In the more general sense, it's the way we 'see' the world — not in terms of our visual sense of sight, but in terms of perceiving, understanding, interpreting.”



- Stephen R. Covey

Seven Habits of Highly Effective People, p.23

Fixed Idea

Fixed Idea

“A fixed idea is something accepted without personal inspection or agreement. It is the perfect ‘Authority knows best.’ It is the ‘reliable source.’ A fixed idea is uninspected. It blocks the existence of any contrary observation.”

A New Level of Thinking

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”



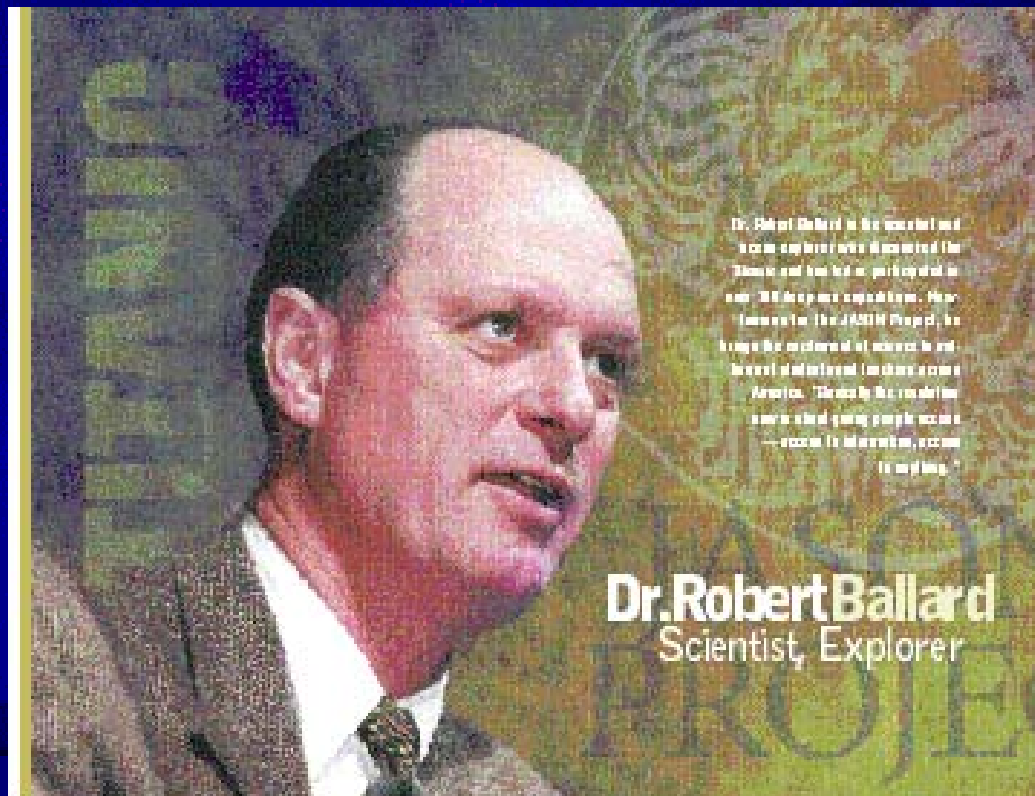
- Albert Einstein

*“There is one thing worse
than not being able to see,
being able to see and
having no vision.”*

- Helen Keller

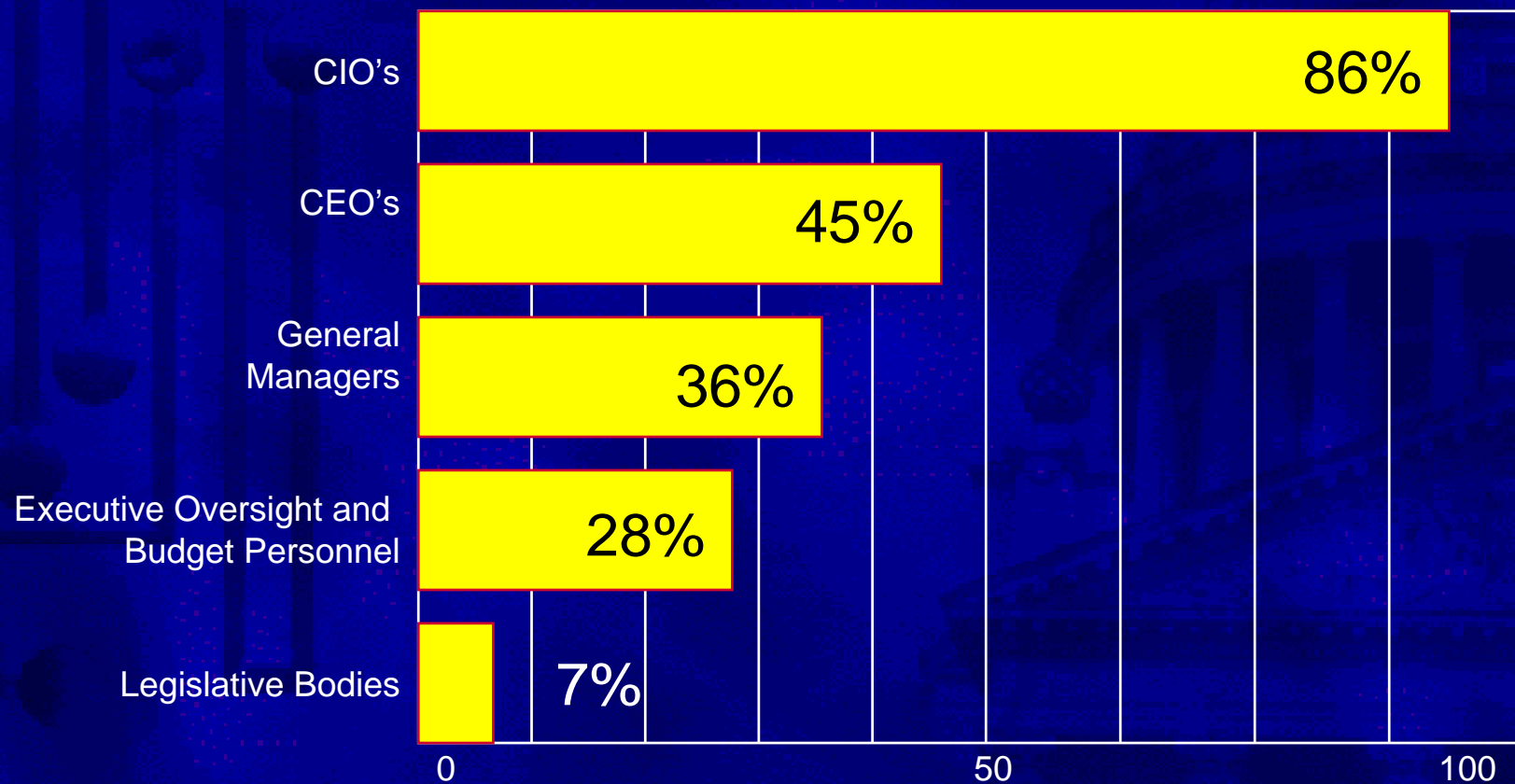
“Creative thinking may mean simply the realization that there’s no particular virtue in doing things the way they always have been done.”

- Rudolph Flesch



Challenge of Change

How well informed are government executives on IT issues?





Wisdom

Knowledge

Information

Data

The Lost Art of Conversation

“The art of conversation has been preempted by technology in almost every area of our lives.”

“Our ability to communicate through the medium of conversation has atrophied as a result of our idol worship of the machine.”



- Richard Saul Wurman
*Information Anxiety*³⁴

Communication is Critical

“Once our parlors were laboratories where we exercised our verbal skills, testing our wits in active information exchanges with friends and relatives. Now they are entertainment warehouses that demand nothing more of us than button-pushing.”



- Richard Saul Wurman
*Information Anxiety*³⁵

Principle Centered Leadership

“Principles are guidelines for human contact that are proven to have enduring, permanent value.”

- Stephen R. Covey

Seven Habits of Highly Effective People, p.35

“In matters of style, swim with the current; in matters of principle, stand like a rock.”

- Thomas Jefferson



Courage

an Essential Ingredient

*“Timid men prefer the calm of
despotism to the boisterous sea
of liberty”*

- Thomas Jefferson

About reading history...

“Reading history, to me, was far more than a romantic adventure. It was solid instruction and wise teaching which I somehow felt I wanted and needed.”

President Harry Truman

Characteristics of Successful Leaders

- ◆ **COMMUNICATION**-- on vision & inspiration
- ◆ **CONVICTION**--principle-centered
- ◆ **CHANGE**--tolerance for uncertainty
- ◆ **COURAGE**--willing to be first mover
- ◆ **CONFIDENCE**-- to “launch and learn”
- ◆ **CREATIVITY**--Wisdom and Judgment



Some Final Thoughts....

- Intention/Decision
- Get outside the comfort zone
- Don't expect broad agreement on transformational thinking.
- Think **BIG!** It can be done.
- Be Unreasonable!!!

Intention/Decision

“If you think you can do a thing or think you can’t do a thing, you’re right.”

- Henry Ford

Get outside the comfort zone

*“Comfort the Afflicted
Afflict the Comfortable”*

- Eleanor Roosevelt

*“The person who grabs a cat by the tail
learns something he could not learn in any
other way.”*

- Mark Twain

Don't expect broad agreement on transformational thinking

“Great spirits have always encountered violent opposition from mediocre minds.”

- Albert Einstein

“At every crossing on the road that leads to the future, each progressive spirit is opposed by a thousand appointed guards to the gates of the past.”

- Belgian Poet, Maurice Maeterlinck

Think Big!

“Your playing small doesn’t serve the world. There’s nothing enlightened about shrinking so that other people won’t feel insecure around you.”

- Nelson Mandela

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

- Margaret Mead

Be Unreasonable!!!

“Reasonable people adapt themselves to the world. Unreasonable people attempt to adapt the world to themselves. All progress, therefore, depends on unreasonable people.”

- George Bernard Shaw

The Revolution

“I fail to see how it is possible for us to have a technological revolution, a social revolution, an information revolution, moral, sexual, and epistemological revolutions, and not a political revolution as well...”

Simply put, the political technology of the industrial age is no longer appropriate technology for the new civilization taking form all around us. Our politics are obsolete.”

- Alvin Toffler
Anticipatory Democracy

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